

Topic 12. How to Monitor and Evaluate?

A hand out from the project on “Integrated management of public health programmes at district level”

This project was developed by incorporating ideas, suggestions and contribution from an interactive participatory process of dialogue and consultation involving public health and multidisciplinary resource network drawn primarily from mainstream institutions and the civil society network in India.

A draft manual evolved covering the concepts and values Roles, Skills and Challenges and an Integrated Paradigm for the Public Health Management at District level. It also elaborates on, making a district diagnosis; organizing a health management information system; evolving a district plan; organizing an epidemiological surveillance system; responding to an epidemic and managing an outbreak; managing health programmes; managing human resources; organizing materials management; monitoring and evaluation; leading and building a health team; promoting, communicating and advocating for health; promoting and sustaining community partnerships; and building and sustaining partnerships with the educational sector; civil society, private sector and promoting an inter-sectoral collaboration.



**Developed by
Centre for Public Health and Equity, and its
associates, for the Society for Community Health
Awareness Research and Action, Bangalore.**

[A later edited version of this document has been included in a manual submitted to the WHO Regional Office in South East Asia, towards the fulfillment of grant for the same - 2010]

Facilitating Team

COORDINATOR AND KEY FACILITATOR

Dr. Ravi Narayan

Community Health Advisor
Centre for Public Health and
Equity (CPHE) – Society for
Community Health
Awareness, Research and
Action (SOCHARA)-
Bangalore

RESEARCH FELLOWS

Dr. Deepak Kumaraswamy

CPHE/SOCHARA- Bangalore

Dr. T.N. Satyanarayana

Indian Institute of Public
Health- (IIPH) Hyderabad-
Public Health Foundation of
India (PHFI)

Dr. N.S. Prashanth

Karuna Trust/ Institute of
Public Health- Bangalore

Dr. Giridhara R Babu

- IIPH, Hyderabad/PHFI

Acknowledgements

Prof. L.M. Nath (VHAI) and
Dr. Thelma Narayan
(SOCHARA) for going
through all the chapters and
suggesting very useful
changes and additions.

Preface

This document is intended to serve as an evolving conceptual **framework for district level public health managers** in the health systems of the South East Asian countries. These managers, their knowledge, skills, attitudes, and openness to new challenges and new paradigms will remain one of the key determinants of the success of countries in reaching the **“Health For All”(HFA) vision** and the **Millennium Development Goals(MDG’s)**.

This document is a practical do it yourself workbook that draws upon some of the wealth of experience and resources in the past and present and tries to help district level managers address the complexities of today’s challenging global, national and local health situation and the emergence of new challenges and reemergence of older ones.

Readers are advised not to treat this document as a comprehensive manual but as **an evolving compilation of concepts in public health management**. This conceptual framework contains suggestions to tackle some of the problems, that the district level public health managers meet in their daily life as they lead, assess, respond, evaluate and learn from numerous health systems challenges. Where possible and feasible it directs the managers to other resources and materials that will provide them additional perspective and details (*see CD accompanying the manual*)

The authors/ facilitators have extensively worked in the community and have had decades of experience in supporting capacity building for public health/ community health in the main stream and civil society linked alternatives sector. They have also tried to draw upon the experience and the field-oriented perspectives of a network of public health capacity builders and trainers from the mainstream public health institutions and civil society training centers (*see list of contributors*).

This is **a work in progress**. The conceptual framework will, we expect, evolve into a guidebook that gets used and adapted by district level public health managers, trainers and supervisors of district level public health programmes. The document is expected to continue to evolve with the feedback from users making it more relevant, responsive, context specific and focused.

We see this document as the beginning of a new journey - **a journey of strengthening district level public health management**.

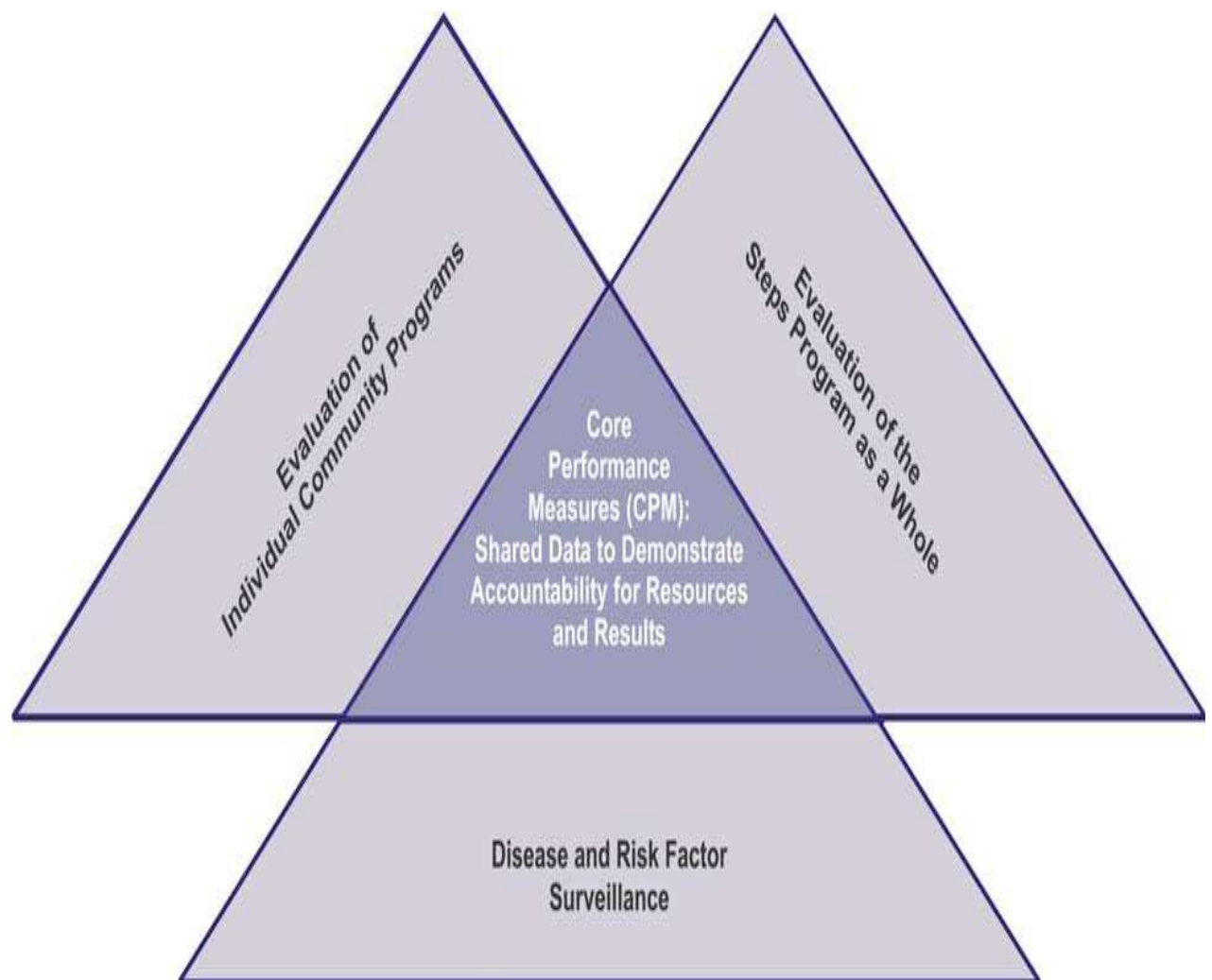
Dr Ravi Narayan
SOCHARA-SOPHEA

12.How to monitor and evaluate?

Why to monitor and evaluate?

Monitoring and evaluation enables the district health manager to check the community health status and its progress: It tries to know where are we by asking questions oneself such as “are we making a benefit to the community?” but “are we making a difference?” Through monitoring and evaluation, the district manger can:

- ✓ Review progress;
- ✓ Identify problems in planning and/or implementation;
- ✓ Make adjustments so that you are more likely to “make a difference”.



The Intersection of Evaluation Activities across the Steps to a Program—Core Performance (Source: CDC, framework for program evaluation)

10.2 How to do -Monitoring and evaluation

Overview of the Framework for Program Evaluation

ELEMENTS OF THE FRAMEWORK

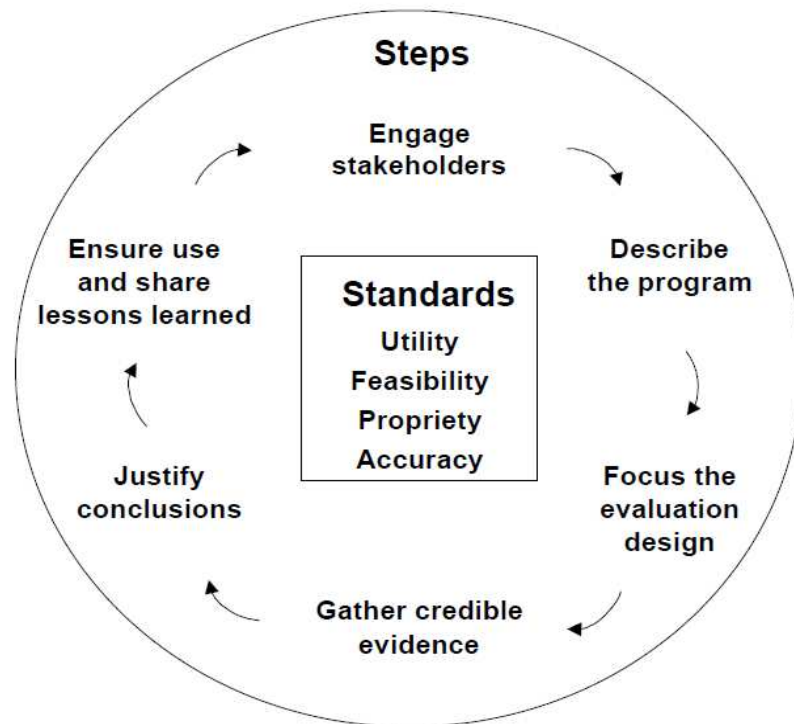


Figure: Showing different steps in evaluation

(Source: CDC,

http://www.cdc.gov/TB/publications/newsletters/notes/TBN_2_08/images/framework.gif)

Monitoring involves:

- ✓ Establishing indicators of efficiency, effectiveness and impact;
- ✓ Setting up health systems to collect information relating to these indicators;
- ✓ Collecting and recording the information;
- ✓ Analysing the information;
- ✓ Using the information to inform day-to-day management.

Monitoring is an internal function in any health program or health service.

Evaluation involves

- Looking at what the health program intended to achieve – what difference did it want to make? What impact did it want to make?
- Assessing its progress towards what it wanted to achieve, its impact targets.
- Looking at the strategy of the project or organisation. Did it have a strategy? Was it effective in following its strategy? Did the strategy work? If not, why not?

Looking at how it worked. Was there an efficient use of resources? What were the opportunity costs of the way it chose to work? How sustainable is the way in which the health program works? What are the implications for the various stakeholders in the way the health programs being implemented ?

References:

1. Centre for Disease Control and Prevention. Framework for program evaluation in public health. MMWR 1999; 48 (No. RR-11), available from, <http://www.cdc.gov/mmwr/preview/mmwrhtml/rr4811a1.htm> Accessed on 2nd March 2010
2. CDC, CDC Evaluation working group: frame work Available from http://www.cdc.gov/TB/publications/newsletters/notes/TBN_2_08/images/framework.gif accessed 2nd March 2010.)

Further Reading

1. Tarimo, E., Monitoring and Control, in *Towards a Healthy District, organising and Managing District health Systems Based on Primary Health Care*. Geneva, World Health Organization, 1991. Pp 91-97
2. Tarimo, E., Evaluation and Learning by Doing, in *Towards a Healthy District, organising and Managing District health Systems Based on Primary Health Care*. Geneva, World Health Organization, 1991. Pp 98-104
3. Mc.Mohan, R., Barton, E., Poit, M., Gelina, M., & Ross, F. Evaluating Health activities, in *On Being In Charge*. Second ed. England: World Health Organization; 1992.Pp 341-391.
4. WHO- EMRO, Monitoring Implementation of plans of action. in *Integrated Management Of Child Health: Guide To Planning For Implementation Of IMCI At District Level*, WHO-EM/CAH/184/E/10.08/250, Cairo, World Health Organization- Regional Office for the Eastern Mediterranean, 2008 Pp 69-76.
5. WHO, Monitor and Evaluate TB control. in *Management of Tuberculosis, Training for District TB Co-ordinators – Set of 14 Modules*, WHO/HTM/TB/2005.347a-n Geneva, World Health Organization, 2005. Pp 1-83.